

Report of the Chief Executive to the meeting of the Corporate Overview and Scrutiny Committee to be held on 13 September 2018.

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Subject:

2018 report on People Can

Summary statement:

In September 2017 the Corporate Overview and Scrutiny Committee received a Local Government Association (LGA) Peer Challenge review report and the Council's response to the report contained an Improvement Action Plan. Members asked for progress to be reported against the People Can approach and more specifically around engagement. This report outlines some of the wide range of work undertaken in the last 12 months around the People Can approach and principles.

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Overview & Scrutiny Area: Corporate

1. SUMMARY

In September 2017 the Corporate Overview and Scrutiny Committee received a Local Government Association (LGA) Peer Challenge review report and the Council's response to the report contained in an Improvement Action Plan. Members asked for progress to be reported against the People Can approach and more specifically around engagement. This report outlines some of the wide ranging work undertaken in the last 12 months around the People Can approach and principles.

2. BACKGROUND

2.1 People Can principles and approach

"People Can" is an open invitation to our communities, neighbourhoods, villages, towns, individuals and organisations that make up the district to work together to do things differently, discover how we can all make a difference to our lives and the places we live in. It is an ambitious initiative that is established as a broader district wide approach that succeeds through collaborating with the Voluntary and Community Sector (VCS), the business community and citizens and not through the Council's work alone. It is recognised within the Council that it cuts across all the Council Plan outcomes,

People Can is a:

- Community of people finding new ways to work together,
- Shared approach to solving problems and meeting needs,
- Shared set of tools and resources to get things done.

The People Can approach is currently themed around four areas:

- Be neighbourly – carrying out small, informal, every day acts of support and kindness for others,
- Community action – create or be part of a group, activity or event with others to start tackling local issues and needs
- Volunteering – as individuals how can we devote some of our time to helping others
- Finding resources – where do we find funds, space and skills to get our project or initiative off the ground.

2.2 People Can Website

Communicating the principles of People Can and making resources available and accessible is essential to the promotion of People Can. The existing People Can

website was built with a limited budget and designed to test the *brand* of People Can, to help promote the principles and good practices of People Can and to be a medium to engage with citizens. It was also designed to help demonstrate that people in the district are receptive to working together, are prepared to get involved, and want to provide local solutions. The website is designed to be an accessible online portal where individuals and groups can also learn more about People Can; access resources through a knowledge base of case studies, see the types of events undertaken, provide up to date news and as a place to contact those who can advise and help.

The People Can website's centre of gravity is mainly, but not exclusively within the Department of Place (Neighbourhoods, Parks, Museums, Countryside and Rights of Way). The first phase of the website development and the content showing case studies clearly supports the initial idea that testing the People Can brand and providing an online resource has been validated and has, under its current design, reached its goals and potential.

2.3 LGA Peer Challenge

In March 2017 the LGA undertook a Corporate Peer Challenge. Feedback from the challenge review identified ***the People can approach is already demonstrating impact and has enormous future potential***. The report also stated it is a widely recognised approach and powerful asset-based model with huge transformational potential. It encapsulates the journey that both the district and the council want to go on; that of empowering people to do more for themselves and others. However, communications and public relations functions (within the Council) need ***to focus on engaging residents through People Can***.

The LGA Peer Challenge recommended:

Use the People Can approach in a more systematic manner:

It could be used to develop a council wide demand management plan for Adults and Children's services and there are other transferable options the Council could actively consider.

That we maximise the impact of People can and extend the impact across other departments and services, therefore reaching further into our communities.

The Corporate Peer Challenge Feedback Report along with the Improvement Action Plan was presented to this Committee 28th September 2017. The Committee resolved:

- This Committee request that a report in relation to the progress being made against the Improvement Plan be presented in 12 months.

- That a further report be presented in 6 months' time which focuses on engaging with residents through the "People Can" approach.

A separate report is being taken to this committee (September 2018) that details progress against all the LGA Improvement Action Plan People Can areas.

This report specifically outlines some of the wide ranging and excellent work undertaken in the last 12 months around the People Can approach and principles.

2.4 Post Peer Review

Following the Peer Review the Council Plan Delivery Board (CPDB) took the decision to place the ownership of People Can within the Well Run Council Outcome as opportunities to embed the principles of People Can and coordinate activities across all Council Plan Outcome areas sits with this Board. However, in response to the Leader of the Council's request for Officers to consider the future delivery of People Can and the reality that genuine capacity to build confidence in communities, affect local issues, hands on experience and knowledge of People Can sits predominantly in the Neighbourhood Service, the decision was taken to move ownership to the Department of Place (July 2018).

3. Council Plan outcome areas

As a citizen focussed approach, People Can connects all the Council Plan priority outcomes with a large number of projects and initiatives being led by Council Departments. Below are some examples over the last 12 months of the wide range of activities and programmes of work within Council Plan outcome areas that shows the diversity, complexity and scalability of the work being undertaken to complement the People Can approach and principles.

3.1 Better skills, more good jobs and a growing economy

The principles and practices of People Can are integral to the Business Covenant. The Covenant intends to help build capacity and greater participation through volunteering from Bradford businesses in a number of areas such as business engagement as part of wider district economic growth plans. The District has been working closely with Community Led Local Development Projects in both Manningham and Keighley to help promote the growth of local entrepreneurs and community organisations in these areas.

Benefits include:

- Engage with businesses to ensure buy in to key components of inclusive growth – recruitment / retention / training / pay / contract arrangements etc.
- Secure job and wealth outcomes for Bradford citizens (precise targets to be developed in next phase of project development)

- Demonstrate Bradford's leadership within the wider West Yorkshire inclusive growth work programme
- Evidence move from service delivery to facilitation / enabling / convening role as a Local Authority

There are plans for an overarching 'Bradford Covenant' with the key principles incorporating all pillars of the covenant e.g. Education, Culture, health & skills, Business. As the Business covenant is developed, it will incorporate People Can principles in line with the approach to be taken on the wider Bradford Covenant.

3.2 A great start and good schools for our children

Education Covenant

The Education Covenant is a district wide collaboration between the council, the public, schools, colleges, higher education, businesses, VCS, communities and parents. It is a catalyst for bringing together community efforts, resources and assets to support a shared vision that all Bradford's children and young people will have a safe, healthy and successful educational pathway from cradle to career. It is a promise to deliver improved education to all.

The Education Covenant embraces the People Can principles of seeking to use wider community, business, partner and individuals' assets and resources to build capacity, to change our relationship with schools and colleges, to build self resilience, and to promote active citizenship. It is built on the ethos that improving educational attainment is everyone's responsibility.

The Covenant engages and connects individuals, businesses and organisations to schools and young people. It is a long term commitment to act together in new and powerful ways to achieve change for our children and young people.

Community partners are coming together to support children and young people in different ways. This is demonstrated in the Education Covenant prospectus that includes 49 free programmes offered by partners from a wide range of sectors. During 2017, 4600 local businesses were actively involved in delivering the Education Covenant.

In addition the Education Covenant has helped empower schools to make many more direct contacts with businesses that have supported them, connected with 76 community organisations.

Bradford Community Champions

Bradford Community Champions is a team of diverse and carefully selected individuals. They come from non-privileged backgrounds and have a wealth of experience, including in relation to dealing with challenges, to offer to young people..

Bradford Community Champions support the People Can principles as they are individuals from a variety of professions who engage with and support the community in many ways inspiring young people through education to make a difference to their lives and the way in which they behave. This group of people embrace the People Can principle of volunteering to help others and giving up their time to invest in young people and share their knowledge and experience with them.

Co-production of the Family Hub Service Offer

The Council and its partners are implementing a 0-19 Family Hub for Prevention & Early Help.

The Family Hub model draws on the People Can principles of using resources and experience across and within our communities to co-design and provide support. This means an approach which draws on what already exists and is best and most valued in families and communities.

The Family Hub Service Offer entails a collective approach to planning and delivery and is underpinned by asset based mapping and planning.. It is a process whereby a fuller understanding or an “inventory” of the resources, skills and talents of individuals, associations and organisations available in communities will form the basis for managing resources. It based on the principle that even the poorest neighbourhoods are places where individuals, families and organisations have capacity upon which to build and support others. o it aims to uncover these capacities in the community. It is aligned to the People Can principles through being focussed on building and finding solutions through the capacities of local residents, local associations and local institutions and is relationship driven, constantly building, engaging with and re-building linkages among local people, local institutions, and local organisations so seeking who else can help and work with us on issues.

This approach will allow us to identify and map the elements of the offer that are already being delivered or supported by each sector and have a shared clarity around roles. It will also help to identify where there are significant gaps but potential for co-delivery and identify physical Family Hub sites in areas.

Work has started to asset map at a cluster level, broadly aligning to the Primary Care (General Practitioner) and school clusters and to bring together key partnership Leads linked to each of the four geographical areas to form Area Advisory Networks.

Discussions on area outcomes and inequalities are taking place with key stakeholders to engage in wider asset mapping against the broad core offer above. These Area Advisory Networks will incorporate the required advisory role for oversight of the children’s centre core offer and it is planned that the new delivery model will be in place by 1 October 2018.

3.3 Better health, better lives

Joint work between Neighbourhood Ward Officers and the Bradford District Clinical Commissioning Groups is embracing the principles of People Can by engaging GPs, the VCS and volunteers to help shape community plans into something more than GP focussed plans. Working with Primary Care, 6 ward officers are engaging with staff members from one of the local schools to discuss the many health issues that local families face and how the school can work on addressing these. Discussions have included:

- How to address concerns including high rates of obesity in year 6 students.
- Support for appointment systems at GP surgeries being more flexible in terms of appointments as children are being taken out of school during core lesson time. These are appointments for both long term reviews and acute (on the day) presentations
- More active promotion of self-care, self-help and self-management, which would reduce the demand for appointments
- Self-care and educational events in schools to promote engagement

This approach ensures input from the VCS and the Council to help represent local peoples' interests and concerns using community assets and resources (and not just a medical and health service focus).

Bradford District Prevention and Early Help programme

The prevention and early help in localities programme provides a focus on prevention and early help delivery at a community and district wide level. It provides community solutions to the strategic challenges facing the public and voluntary sector to support a different way of working that enables people who live in the district to take a lead role in shaping and developing their communities and own lives.

There are many partnerships and programmes of activities in the district that are working hard on prevention and early help initiatives, most of which have moved or are moving towards a locality approach. However, it is accepted that further work to join up delivery is needed alongside a stronger focus on communities leading the way and for communities to achieve positive outcomes for themselves.

In achieving a district wide view and approach to prevention and early help, a common narrative is being developed that embraces the principles of People Can for example:

- Communities taking the lead – support to be provided by services where required whilst working with the community or individual. Changing the relationship between the service and the community / individual,

- Strengths (asset) based approach to maximise capabilities within localities – to be informed by public sector data and intelligence, local knowledge and local resources,

It is acknowledged by the Prevention and Early Help Strategic Board that there are many prevention and early help interventions and initiatives already matured or in development and that the principles and practices of People Can will be integral to the programme.

Community Led Support (CLS) programme

The Department of Health and Wellbeing has embraced the principles of People Can through its Community Led Support (CLS) programme. This programme of change is based on principles to achieve a better experience and outcomes for people, increase the productivity and effectiveness of Adult Social Care services and change the relationship between the council and the individual.

The principles adopted are:

- Co-production brings people and organisations together around a shared vision,
- There is a focus on communities and each will be different,
- People can get support and advice when they need it so that crises are prevented,
- The culture becomes based on trust and empowerment,
- People are treated as equals, their strengths and gifts built on,
- Bureaucracy is the absolute minimum it has to be,
- The system is responsive, proportionate and delivers good outcomes

Work has commenced to develop the practices needed to provide effective CLS with two area social work teams: Keighley and Bradford South. Community events have been held in those areas to raise awareness and engage with a wide range of stakeholders to create a shared vision and gain their motivation to be actively involved, ensuring co-produced solutions from the start. This approach will continue to be developed across all teams and will be supported by a steering group open to all stakeholders.

Staff within the social worker teams continue to work with colleagues in Neighbourhood Teams and the voluntary and community sector to map activities taking place in Keighley and Bradford South.

Resources have been invested in staff development supporting social work teams to have conversations (not assessments) with people, starting with understanding the individuals' strengths, and those of their families and wider community – understanding the resources and assets available to support the individual. This work has been led by front line staff to ensure genuine empowerment of teams and this has meant staff are thinking and acting differently.

Pop up social work offices with VCS organisations are now in place in: Central Keighley (CABAD), Keighley Healthy Living Centre (Keighley Healthy Living) and Buttershaw Bedale Community Centre (Christian Family). These centres are helping to engage with and develop different relationships with the third sector and partners.

Work has progressed quickly because of the in-depth work undertaken with the Keighley team to model and test this approach. Plans are in place to extend the approach and working practices to the Shipley area team who support people with learning disabilities. Development work is currently taking place in the Access team (first point of contact) to ensure people are given the right level of advice and support at the right time to ensure independence. Technology is also being used as an alternative option such as the Rally Round app that provides a free online tool for families and carers in Bradford District to organise formal and informal support for someone they care about.

3.4 Safe clean and active communities

Work on the People Can initiative has been used as a means of engaging with, bringing communities and people together and providing opportunities for different groups to build relationships. The People Can principles and ethos is well established across this outcome as is a culture of volunteering across the district that continues to see benefits in terms of community cohesion and communities selflessly supporting each other.

Bradford Integration Strategy Consultation

In summer 2018 the Council commissioned a district wide conversation with residents and business from across our district to discuss local priorities to respond to the government's Integrated Communities strategy and Bradford's designation as a local pilot area. Over 650 people were involved, most spending over an hour talking about their experiences of life in the district and how we can work better together to improve the barriers to integration that people face. Key emerging themes focussed on employment, social inclusion at school and across communities and work around our shared 'rights and responsibilities' including community safety, hate crime and litter. A local action plan is now being developed to respond, which will form part of our wider Stronger Communities strategy.

Great Get Together

Inspired by Jo Cox MP and her belief that we have more in common than things that separate us, people from across Bradford District took part in the second year of Great Get together events. 89 events have taken place across the district, where communities have taken the initiative to come together and share food and refreshments and learn more about one another. This year saw small groups applying for the first time and enjoying the experience of reaching out to other people in their neighbourhoods and making new connections.

VCS Transformation Programme

The VCS Transformation Programme has been developed by the Council in collaboration with voluntary sector anchor organisations across the district. It seeks to work with those voluntary organisations that are struggling, through a process of peer to peer support and specialist advice. This is helping to build a more sustainable voluntary sector, which in turn is helping to support volunteers and active citizens across Bradford district.

Community Stars

This is an established event which recognises and celebrates the contributions made by people within communities. The 2018 event will be larger in size to accommodate the growing number of participants.

Partnership working

Promotion of People Can through partnerships continues to be a focus with examples such as the Bradford District Woman's Health Network (a cross sector partnership) that through their annual International Woman's Day and Positive Minds events during June 2018 were able to promote People Can and engage with a wide cross sector audience.

Volunteering

Volunteers Week, the annual volunteers fair, has grown in recent years into an exciting and family orientated festival, where in June 2018 over 20 charities and community groups embraced the People Can principles of volunteering and community action. Bradford is also a pilot city for Helpforce, a national NHS programme to help increase the numbers of volunteers supporting the NHS.

People Can - make a difference kite mark

Eight charities and community groups have received the new People Can Volunteering Kitemark, our local accreditation for volunteering. 14 volunteer managers completed their Certa accredited managers training to level three. Bradford is the UK's only city to offer free accredited training for volunteer managers and is funded through the NLDC funding from both Bradford Council and Bradford College.

Social media

The use of social media engagement has been used to help promote People Can and engage with individuals with a total reach in excess of 127k on Twitter in the last twelve months and with over 25k unique users engaging on story links and over 177 posts have taken place on Facebook promoting People Can and People can events and seen by over 44k individuals in the past six months.

The use of social media as a method of communicating with citizens has proven to be an effective method of enhancing the Council's engagement. A new social media communications strategy underpins our approach to the use of social media and Area Coordinators, who are a critical vehicle for promoting People Can and facilitating actions, have been encouraged to use social media to help better engage with citizens.

3.5 Outcome – Well Run Council

Social Value and inclusion policy.

The Council's Social Value and Inclusive Growth Rationale and Policy Document approved by the Executive on 5 December 2017 is applied to all procurements for contracts >£25k from 3 April 2018.

The Policy sets out our approach for doing more than sourcing the Council's supplies at a price that it is competitive and good value for money, it sets our ambition for meaningful Social Value from our suppliers. The policy sets out for commissioners, procurers and council suppliers what the Council is seeking to achieve for residents and businesses in the district by taking a proportionate and scalable approach to social value.

Promoting social value in public procurements means buying goods and services that will help create jobs, tackle unemployment, strengthen skills and employability, and build cohesive and confident local communities and lower barriers to social mobility and inequality. The Council's policy and associated toolkit will help commissioners and procurers where appropriate develop and put in place contracts that will encourage providers to support the People Can principles through community volunteering, support for the voluntary and community sector and creating opportunities for 'hard to reach' individuals.

4.0 Next Steps

Coordination of People Can

There has been good progress across most Council Plan outcomes and Departments in embedding the principles and practices of People Can and it is evident there is a real passion and commitment for the People Can approach and ethos as shown by the examples of People Can activities and projects detailed in this report. However, this energy and activity is not coordinated across Council Plan outcomes or across Departments, and opportunities to increase the reach and scope of People Can, better embed the principles, join up work, work better to engage with communities, learn from initiatives and build organisational capacity may be missed without this coordination.

Recognising the People Can approach could be enhanced further by undertaking a more coordinated approach, the Council Plan Delivery Board agreed a business case to provide additional resource to help co-ordinate People Can activity across the Council and partners to help maximise the impact. It was also recognised by the Board that a number of improvement strands need to be accelerated in order to achieve maximum benefit of the People Can approach. These include:

- Improve the People Can website, making it more interactive, to make assets, resources and information more visible and accessible,
- Increase the number of volunteers,
- Identify opportunities to secure external funding where available.

Appendix 1 outlines the current development plan, objectives and activities to drive the further embedding of People Can principles.

Website - Next Phase

The next phase of the website development will focus on providing resources that will help transform relationships between the council and citizens, and support working together in different ways.. It is also intended this development phase will further test the central hypothesis of asset based community development and capacity building i.e. if we make it easier for people to find and share assets / resources, this will enable more people to work together in new ways to meet needs, solve problems and create opportunities. It is proposed the key purpose of the People Can website will be for it to become the platform where individuals, groups or organisations motivated to take social action will find information and assets (skills, space etc.) to help them achieve their goals.

OTHER CONSIDERATIONS

4. FINANCIAL & RESOURCE APPRAISAL

The delivery of People Can activities and programmes will be met from within current resources. The support of People Can and the website enhancements will be met within resources allocated from the Implementation Fund to the Neighbourhood Service. This activity will be coordinated by the Stronger Communities Co-ordinator lead.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

Governance arrangements to ensure the effective coordination and governance of People Can activities will be managed within the programme and project management arrangements of the Council Plan Outcome Delivery Boards.

6. LEGAL APPRAISAL

No comments from the legal appraisal.

7. OTHER IMPLICATIONS

None.

7.1 EQUALITY & DIVERSITY

None directly. Equalities Impact Assessments will be considered as necessary.

7.2 SUSTAINABILITY IMPLICATIONS

None.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Not applicable.

7.4 COMMUNITY SAFETY IMPLICATIONS

None.

7.5 HUMAN RIGHTS ACT

No Human Rights Act implications.

7.6 TRADE UNION

If changes are made to Council policy or established practices as a result of People Can activities or programmes, Trade Unions will be consulted as appropriate.

7.7 WARD IMPLICATIONS

None directly.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

None.

10. RECOMMENDATIONS

1. That progress made to date be reviewed.
2. That additional activity to support delivery of the People Can approach be identified and proposed.
3. That ways in which Members can support or enhance People Can be recommended.

11. APPENDICES

Appendix 1 – People Can Development Plan September 2018 – September 2019.

Appendix 1 - People Can - Development Plan - September 2018 – September 2019

Objectives:

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|--|---|
| 1. Raise the profile of PC to wider audience.
2. Respond to LGA Peer Review Recommendation
5. Corporate Delivery | 3. Respond to austerity challenges
4. Support Integration Strategy |
|--|---|

Action	Description	Lead	Start	End	Comments
Development of Resources					
Bid to Implementation Fund	Secure additional resources for staff support, apprentices, digital asset development & brand development	AK	June 2017	July 2018	Completed
Development of Digital Assets	Put in place Project Team - Develop PC website to integrate Comoodle platform sharing solutions, and increase capacity and capabilities of the PC site e.g. 'how to guides' links to partner sites, You Gov etc.	MM	Oct 2018	March 2019	
Increase Engagement					
Internal Council Workforce/ Departments	<ul style="list-style-type: none"> Deliver awareness sessions as part of workforce development to departmental teams, visit team meetings, learning lunches etc. Use existing opportunities identified through PC Events Activities Calendar to engage and work in collaboration 	PC Lead/ MM/S SPO	Sept 2018	March 2019	On going
Embed People Can across council depts. and partner agencies	<ul style="list-style-type: none"> Explore new ways of working with Adults and Children's and Stronger Communities Boards Work with and support partners in their People can delivery 	PC Lead/ MM/ PSPO	Sept 2018	Sept 2019	On going
External – Community, Communities of	<ul style="list-style-type: none"> Use existing opportunities identified through PC Events Activities Calendar to engage and work in collaboration 	PC Lead/ MM/S	Sept 2018	Sept 2019	On going

Interest, Young People VCS, Strategic Partners & Businesses,	<ul style="list-style-type: none"> Support the development of a Young People Can Strand 	SPO			
Marketing & Communications	Develop Marketing & Communications plan to raise profile of and increase engagement with People Can using a wide range of media to increase reach. Including You Gov and Social media	MM/ People Can lead/SPO	Sept 2018	Sept 2019	Plan completed – You Gov now added to SM channels for comms
Strategic Development					
Link People Can approaches to the delivery of Priority Outcomes	<ul style="list-style-type: none"> Identify opportunities to utilise People Can approaches to support Education Covenant outcomes Identify opportunities to utilise People Can approaches to support Business Covenant outcomes (Inclusive Growth) Identify opportunities that may exist within Outcomes Boards delivery plans Deliver 2x Stronger Communities Forums 	MM/ PC lead/ SPS O	Sept 2018	Sept 2019	On going 2 forums held, Completed - World Café launch PC kite mark and Big Advice Day to support Small Charities Week
Administration					
Governance	Oversight and reporting of People Can will be to Neighbourhoods & Active Delivery Group (bi monthly) which will in turn report to the Stronger Partnership Board Meetings	MM/J B/DF / PC Lead	June 2017		On going
Performance Management	Existing metrics will be revised and expanded to build on established baseline	MM/ PC Lead	2017	July 2017	On going